

Nike VALUES Band Overview

BAND	V	A	L	U	E	S
Job Level	Entry Support, Intermediate Support	Senior Support, Lead Support	Entry Professional, Intermediate Professional, Supervisor	Senior Professional, Lead Professional, Manager	Expert Professional, Director	Consultant Professional, Sr Director
Sample Jobs	Retail Store Sales Associates, Filing Clerks, Warehouse/DC Operators	Leads in Retail Stores, DCs, Mfg., Admin Assistants, Customer Svc Reps	Entry & Intermediate Level PLMs, Accountants, Designers, Programmers, DC Supv. Dept Managers	Sr. Accountants, Sr PLMs, Sr App Engr, LP District Lead, Lead Cat Merchant, Logistics Mgr, Acctg Mgr	Asst Gen Counsel, Expert Designer, Brand/Catg Mktg Expert, Dist Stor Dir, Field Sales Dir	Special Counsel, Corporate Education Sr Director, Country GMs
Overview	<ul style="list-style-type: none"> Band V jobs perform routine or standardized administrative, clerical, operational or technical support tasks to support department goals and operations Band A jobs perform specialized or advanced administrative, clerical, operational or technical support tasks to support department goals and operations Band L jobs focus on the application and execution of operational work in support of department goals <ul style="list-style-type: none"> Professional jobs apply basic to intermediate level professional knowledge and skills Supervisor jobs coordinate and supervise the daily activities of business support/vocational staff Band U jobs focus on application and execution of advanced operational work in support of department/business unit goals <ul style="list-style-type: none"> Professional jobs apply in-depth or advanced level knowledge and skills. <i>This is the Band level at which most individual contributor professionals stay</i> Manager jobs manage professional employees and/or supervisors; may also manage business support/vocational staff Band E jobs focus on leading advanced operational work in support of business unit/company goals <ul style="list-style-type: none"> Primarily used for Senior Manager jobs that provide leadership to managers and/or professional employees Professional jobs apply expert level professional knowledge and skills and are recognized as experts in the field outside of their group or department. <i>Progression to this level is typically restricted on the basis of business requirements</i> Band S jobs focus on strategic planning and leadership for one or more business units in support of company vision and long-term goals <ul style="list-style-type: none"> Used almost exclusively for Director jobs that provide leadership and direction through managers Professional jobs apply leading-edge professional concepts and practices and are recognized for their thought leadership within a strategic function or discipline outside the company. <i>Progression to this level is extraordinary, and is restricted on the basis of individual capabilities and business requirements</i> 					



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Nike VALUES Band Criteria Professional Roles

BAND Job Level	L Entry Professional	L Intermediate Professional	U Senior Professional	U Lead Professional	E Expert Professional	S Consultant Professional
General Profile						
	<ul style="list-style-type: none"> ■ Performs routine assignments in entry-level to professional role ■ Typically requires a four-year college or university degree or equivalent work experience that provides knowledge and exposure to fundamental theories, principals and concepts ■ Develops competence by performing structured work assignments ■ Uses existing procedures to solve routine or standard problems ■ Receives instruction, guidance and direction from others 	<ul style="list-style-type: none"> ■ Requires knowledge and experience in own discipline; still acquiring higher-level knowledge and skills ■ Builds knowledge of the company, processes and customers ■ Solves a range of straightforward problems ■ Analyzes possible solutions using standard procedures ■ Receives a moderate level of guidance and direction 	<ul style="list-style-type: none"> ■ Requires in-depth knowledge and experience ■ Uses best practices and knowledge of internal or external business issues to improve products or services ■ Solves complex problems; takes a new perspective using existing solutions ■ Works independently, receives minimal guidance ■ Acts as a resource for colleagues with less experience; may direct the work of other staff members 	<ul style="list-style-type: none"> ■ Requires specialized depth and/or breadth of expertise ■ Interprets internal or external business issues and recommends best practices ■ Solves complex problems; takes a broad perspective to identify innovative solutions ■ Works independently, with guidance in only the most complex situations ■ May lead functional teams or large, cross-functional projects 	<ul style="list-style-type: none"> ■ Recognized as an expert within the company ■ Anticipates internal and or external business challenges and/or regulatory issues; recommends process, product or service improvements ■ Solves unique and complex problems that have a broad impact on the business ■ Contributes to the development of functional strategy ■ Leads project teams to achieve milestones and objectives ■ Progression to this level is typically restricted on the basis of business requirements 	<ul style="list-style-type: none"> ■ Recognized as a thought leader within strategic function or discipline outside of the company ■ Influences the strategy to address internal or external business and regulatory issues ■ Proactively identifies and solves the most complex problems that impact the management and direction of the business ■ Typically participates in the development of the product, category, or division strategy ■ Leads multidisciplinary projects or initiatives ■ Progression to this level is extraordinary and is restricted on the basis of individual capabilities and business requirements

Nike VALUES Band Criteria Professional Roles

BAND	L	L	U	U	E	S
Job Level	Entry Professional	Intermediate Professional	Senior Professional	Lead Professional	Expert Professional	Consultant Professional
Expertise						
Business Expertise	■ Applies general knowledge of business developed through education or past experience	■ Understands the key business drivers; uses this knowledge in own work	■ Applies best practices and knowledge of internal/external business challenges to improve products, processes or services	■ Interprets internal/external business challenges and recommends best practices to improve products, processes or services	■ Anticipates internal/external business issues; recommends product, process or service improvements	■ Influences internal/external business issues that have an impact on the business
Functional Expertise	■ Has conceptual knowledge of theories, practices and procedures in a discipline	■ Expands conceptual knowledge in own discipline and broadens skills	■ Has developed conceptual and practical expertise in own discipline	■ Has developed depth and/or breadth of expertise in own discipline	■ Has developed depth and/or breadth of expertise in own discipline and broad knowledge of other disciplines within the function	■ Has expertise in leading-edge concepts, theories, principles and practices within own and related disciplines ■ May contribute to the research and development of new concepts and theories within own field of expertise
Delivering Solutions						
Problem Solving	■ Uses existing procedures to solve routine or standard problems; applies limited judgment and discretion	■ Identifies and solves a range of problems in straightforward situations; analyzes possible solutions and assesses each using standard procedures	■ Solves complex problems; takes a new perspective on existing solutions	■ Leads others to solve complex problems; takes a broad perspective to identify innovative solutions	■ Solves unique and complex problems with broad impact on the business	■ Proactively identifies and solves the most complex problems with significant impact on the business
Customer Focus (Internal/ External)	■ Responds to standard requests from internal and/or external customers	■ Responds to non-standard requests from internal and/or external customers; investigates with assistance from others as needed	■ Interprets customer needs, assesses requirements and identifies solutions to non-standard requests	■ Anticipates customer needs; assesses requirements and identifies new solutions	■ Develops innovative services, processes or products that address current and future customer problems or needs	■ Develops new concepts, services, processes or products to address future anticipated customer requirements

Nike VALUES Band Criteria Professional Roles

BAND Job Level	L Entry Professional	L Intermediate Professional	U Senior Professional	U Lead Professional	E Expert Professional	S Consultant Professional
Impact						
Influence	■ Communicates information, asks questions and checks for understanding	■ Explains information and persuades others in straightforward situations	■ Explains difficult issues and works to build consensus	■ Explains difficult concepts and influences others to adopt a different point of view	■ Presents complex ideas, anticipates potential objections and persuades others to adopt a different point of view	■ Influences senior management decisions that have an impact on business direction
Decision Making	■ Has limited decision-making authority; works within technical guidelines and direction to achieve objectives and meet deadlines	■ Makes decisions within guidelines and policies that impact own priorities and allocation of time to meet deadlines	■ Makes decisions within guidelines and policies ■ Impacts a range of standard and non-standard customer, operational, process, project or service activities	■ Makes decisions guided by policies in non-standard situations ■ Impacts the achievement of customer, operational, project or service objectives	■ Makes decisions within general functional, company and industry guidelines ■ Develops business or technical rationale that impacts resource allocation, program, project or service support or direction	■ Makes decisions to support broad company objectives ■ Drives the development of innovative new concepts, services or products
Resource Management						
Project Management	■ Has no formal role in managing projects	■ Is accountable for contribution to project team or subteam	■ Is accountable for small projects or programs with manageable risks and resource requirements	■ Manages projects or programs with moderate resource requirements, risk and/or complexity	■ Leads projects or programs with significant risk and complexity to achieve milestones and objectives; develops the strategy for project execution	■ Develops strategies for highly visible or risky projects that have significant business impact
Financial Management	■ Builds awareness of costs related to own work	■ Is aware of costs and assists in controlling costs related to own work	■ Monitors and controls costs of own work and may manage costs for small projects or programs	■ Monitors and controls costs of own work and may manage budgets for moderate-sized projects or programs	■ Manages budgets for large projects or significant programs	■ Manages resource requirements and return on investment for large or significant projects or programs

Nike VALUES Band Criteria Professional Roles

BAND Job Level	L Entry Professional	L Intermediate Professional	U Senior Professional	U Lead Professional	E Expert Professional	S Consultant Professional
Role in Brand Protection/Promotion						
	<ul style="list-style-type: none"> ■ Performs work in support of brand plans; links daily work with company mission; participates in initiatives, program or products with low visibility ■ Ensures actions protect company image and limits risks ■ Actions impacting company image require management oversight and are constrained by policies 		<ul style="list-style-type: none"> ■ Performs work in support of brand plans; demonstrates link between daily work and company mission; participates in initiatives, programs or products with moderate visibility ■ Ensures actions protect company image and limits risks ■ Decisions and actions impacting company image require management oversight and are constrained by policies 		<ul style="list-style-type: none"> ■ Performs work in support of brand plans; integrates company mission into projects; leads or participates in key initiatives, programs or products with moderate to wide visibility ■ Responsible for actions and managing risks that have shared or moderate impact on own business and limited short-term impact on company assets ■ Decisions and actions impacting company image require senior leadership oversight and/or are constrained by policies 	<ul style="list-style-type: none"> ■ Drives brand plans; integrates company mission into business plans and initiatives; identifies and seizes opportunities; directs initiatives, programs or products with wide visibility ■ Responsible for actions and managing risks that have direct, important and significant impact on own business unit but a limited short-term impact on company assets ■ Decisions impacting company image typically require executive oversight and/or are constrained by policies
Requirements						
	<ul style="list-style-type: none"> ■ Typically requires a Bachelors degree and minimum of 0-1 years directly relevant work experience <p>Note: One of the following alternatives may be accepted: PhD or Law + 1 yr; Masters + 0-3 yrs; Associates degree + 1-3 yrs; High School + 3-5 yrs</p>	<ul style="list-style-type: none"> ■ Typically requires a Bachelors degree and minimum of 2 years directly relevant work experience <p>Note: One of the following alternatives may be accepted: PhD or Law + 1 yr; Masters + 0-3 yrs; Associates degree + 1-3 yrs; High School + 3-5 yrs</p>	<ul style="list-style-type: none"> ■ Typically requires a Bachelors degree and minimum of 5 years directly relevant work experience <p>Note: One of the following alternatives may be accepted: PhD or Law + 3 yrs; Masters + 4 yrs; Associates degree + 6 yrs; High School + 7 yrs</p>	<ul style="list-style-type: none"> ■ Typically requires a Bachelors degree and minimum of 6 years directly relevant work experience <p>Note: One of the following alternatives may be accepted: PhD or Law + 3 yrs; Masters + 4 yrs; Associates degree + 6 yrs; High School + 7 yrs</p>	<ul style="list-style-type: none"> ■ Typically requires a Bachelors degree and minimum of 8 or 9 years directly relevant work experience <p>Note: One of the following alternatives may be accepted: PhD or Law + 6 yrs; Masters + 7 yrs; Associates degree + 9 yrs; High School + 10 yrs</p>	<ul style="list-style-type: none"> ■ Typically requires a Bachelors degree and minimum of 10 years directly relevant experience; experience should include comprehensive experience as a business/process leader or industry expert <p>Note: One of the following alternatives may be accepted: PhD or Law + 8 yrs; Masters + 9 yrs; Associates degree + 11 yrs; High School + 12 yrs</p>

Nike VALUES Band Criteria Management Roles

BAND Job Level	L Supervisor	U Manager	E Director	S Sr. Director
General Profile				
	<ul style="list-style-type: none"> Coordinates and supervises the daily activities of business support staff Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors Decisions are guided by policies, procedures and business plan; receives guidance and oversight from manager Typically does not spend more than 20% of time performing the work supervised 	<ul style="list-style-type: none"> Manages professional employees and/or supervisors Is accountable for the performance and results of a team within own discipline or function Adapts departmental plans and priorities to address resource and operational challenges Decisions are guided by policies, procedures and business plan; receives guidance from manager Provides technical guidance to employees, colleagues and/or customers 	<ul style="list-style-type: none"> Provides leadership to managers, supervisors and/or professional staff Is accountable for the performance and results of multiple related units Develops departmental plans, including business, production and/or organizational priorities Decisions are guided by resource availability and functional objectives 	<ul style="list-style-type: none"> Provides leadership and direction through managers Is accountable for the performance and results of related disciplines or a moderate-sized function Executes functional business plans and contributes to the development of functional strategies Decisions are guided by functional strategies and priorities
Expertise				
Business and Management Expertise	<ul style="list-style-type: none"> Applies management skills to improve efficiency and accomplish operational objectives within own unit 	<ul style="list-style-type: none"> Applies management expertise to set direction and resolves problems in own discipline 	<ul style="list-style-type: none"> Applies business and management expertise to achieve financial and operational objectives within or across disciplines or departments 	<ul style="list-style-type: none"> Applies broad business and management expertise to drive financial and operational performance across departments
Delivering Solutions				
Problem Solving	<ul style="list-style-type: none"> Identifies and resolves day-to-day technical and operational problems 	<ul style="list-style-type: none"> Identifies and resolves technical, operational and organizational problems 	<ul style="list-style-type: none"> Identifies and resolves complex technical, operational and organizational problems 	<ul style="list-style-type: none"> Directs the resolution of highly complex or unusual business problems
Impact				
Accountability	<ul style="list-style-type: none"> Is accountable for the performance of a team 	<ul style="list-style-type: none"> Is accountable for the performance and results of one or more teams within own discipline or department 	<ul style="list-style-type: none"> Is accountable for the performance and results of related disciplines or departments 	<ul style="list-style-type: none"> Is accountable for the performance and results of multiple related disciplines or departments
Decision Making	<ul style="list-style-type: none"> Makes decisions — guided by policies, procedures and own business plan — that impact the efficiency and effectiveness of own unit and other units with interrelated processes 	<ul style="list-style-type: none"> Makes decisions — guided by policies and business plan — that impact the level of service and the department's ability to meet performance objectives 	<ul style="list-style-type: none"> Makes decisions — guided by functional business plans — that impact the support and funding of projects, products, services and/or technologies 	<ul style="list-style-type: none"> Makes decisions — guided by functional strategies — that impact divisional, regional or functional results

Nike VALUES Band Criteria Management Roles

BAND Job Level	L Supervisor	U Manager	E Director	S Sr. Director
Leadership				
Strategic Planning	<ul style="list-style-type: none"> Sets priorities for employees to meet daily deadlines; develops plans to meet short-term objectives 	<ul style="list-style-type: none"> Adapts departmental plans and priorities to address local business, service and operational challenges 	<ul style="list-style-type: none"> Develops departmental plans, including business, production and/or organizational priorities 	<ul style="list-style-type: none"> Executes functional business plans and contributes to the development of functional strategies
Financial Management	<ul style="list-style-type: none"> Works within budgetary/financial objectives set by manager 	<ul style="list-style-type: none"> Forecasts resource needs; manages allocated budget 	<ul style="list-style-type: none"> Manages resources to ensure financial and operational objectives are met 	<ul style="list-style-type: none"> Directs the allocation of resources to meet financial performance requirements
Role in Brand Protection/Promotion				
	<ul style="list-style-type: none"> Performs work in support of brand plans; demonstrates link between daily work and company mission; participates in initiatives, program or products with low visibility Ensures actions protect company image and limits risks Actions impacting company image require management oversight and are constrained by policies 	<ul style="list-style-type: none"> Performs work in support of brand plans; demonstrates link between daily work and company mission; participates in initiatives, programs or products with moderate visibility Ensures actions protect company image and limits risks Decisions and actions impacting company image require management oversight and are constrained by policies 	<ul style="list-style-type: none"> Performs work in support of brand plans; integrates company mission into daily work and planning; leads or participates in key initiatives, programs or products with moderate to wide visibility Responsible for actions and managing risks that have shared or moderate impact on own business and have limited short-term impact on company assets Decisions and actions impacting company image require senior leadership oversight and/or are constrained by policies 	<ul style="list-style-type: none"> Drives brand plans; integrates company mission into business plans and initiatives; identifies and seizes opportunities; directs initiatives, programs or products with wide visibility Responsible for actions and managing risks that have direct, important and significant impact on own business unit but a limited short-term impact on company assets Decisions impacting company image typically require executive oversight and/or are constrained by policies
Requirements				
	<ul style="list-style-type: none"> Typically requires a Bachelors degree and minimum of 2-3 years directly relevant work experience <p>Note: One of the following alternatives may be accepted: PhD or Law + 1 yr; Masters + 0-3 yrs; Associates degree + 1-3 yrs; High School + 3-5 yrs</p>	<ul style="list-style-type: none"> Typically requires a Bachelors degree and minimum of 5 or 6 years directly relevant work experience <p>Note: One of the following alternatives may be accepted: PhD or Law + 3 yrs; Masters + 4 yrs; Associates degree + 6 yrs; High School + 7 yrs</p>	<ul style="list-style-type: none"> Typically requires a Bachelors degree and minimum of 8 or 9 years directly relevant work experience <p>Note: One of the following alternatives may be accepted: PhD or Law + 6 yrs; Masters + 7 yrs; Associates degree + 9 yrs; High School + 10 yrs</p>	<ul style="list-style-type: none"> Typically requires a Bachelors degree and minimum of 10 years directly relevant experience; experience should include comprehensive experience as a business/process leader or industry expert <p>Note: One of the following alternatives may be accepted: PhD or Law + 8 yrs; Masters + 9 yrs; Associates degree + 11 yrs; High School + 12 yrs</p>

VALUES Band Criteria Business Support Roles

BAND Job Level	V Entry	V Intermediate	A Senior	A Lead
General Profile				
	<ul style="list-style-type: none"> ■ Entry-level position with little or no prior relevant work experience ■ Acquires basic skills to perform routine tasks ■ Work is prescribed and completed with little autonomy ■ Works with either close supervision or under clearly defined procedures 	<ul style="list-style-type: none"> ■ Level for those with some work experience in the skill area ■ Has developed knowledge and skill to perform standardized tasks ■ Works within established procedures with a moderate degree of supervision 	<ul style="list-style-type: none"> ■ Has developed specialized skills or is multiskilled ■ Completes work with a limited degree of supervision ■ Likely to act as an informal resource for colleagues with less experience 	<ul style="list-style-type: none"> ■ Has developed expertise in a variety of work processes or activities ■ Typically acts as a team leader coordinating the work of others — but doesn't have authority to hire or fire employees or do formal performance management ■ Works autonomously within established procedures and practices
Expertise				
Business Expertise	<ul style="list-style-type: none"> ■ Develops skills to perform basic tasks 	<ul style="list-style-type: none"> ■ Has developed and established skills to perform a variety of day-to-day activities 	<ul style="list-style-type: none"> ■ Is skilled in more than one process or has developed deep skills in a single process 	<ul style="list-style-type: none"> ■ Has developed breadth and/or depth of skills in more than one activity, process or function, or acts as the technical expert in an area
Delivering Solutions				
Problem Solving	<ul style="list-style-type: none"> ■ Uses existing procedures to solve routine problems; has limited opportunity to exercise discretion 	<ul style="list-style-type: none"> ■ Recognizes and solves typical problems that can occur in own work area, without supervisory approval ■ Typically finds solutions in existing procedures and precedents 	<ul style="list-style-type: none"> ■ Provides solutions to moderately complex or infrequently occurring problems by using existing precedents or procedures ■ May gather information to help arrive at an appropriate solution 	<ul style="list-style-type: none"> ■ Identifies and solves complex problems — likely to be consulted when problems arise with little or no precedent ■ Problems are likely to involve some investigation and data gathering
Impact				
Influence	<ul style="list-style-type: none"> ■ Decision making is very limited; duties are clearly defined, and methods and tasks are described in detail ■ Receives close supervision 	<ul style="list-style-type: none"> ■ Makes decisions related to own work ■ Receives regular but moderate supervision and guidance 	<ul style="list-style-type: none"> ■ Prioritizes, organizes and makes decisions related to own work ■ Uses discretion to modify work practices and processes to achieve results or improve efficiency 	<ul style="list-style-type: none"> ■ Suggests improvements to existing processes and solutions ■ Evaluates suggestions of others to improve the efficiency of the team
Requirements				
	<ul style="list-style-type: none"> ■ Typically requires a high school diploma or equivalent 	<ul style="list-style-type: none"> ■ Typically requires a high school diploma or equivalent and a minimum of 2 years relevant work experience 	<ul style="list-style-type: none"> ■ Typically requires a high school diploma or equivalent and a minimum of 3 years relevant work experience <p>Note: One of the following alternatives may be accepted: Bachelors degree + 1 yr or Associates degree + 2 yrs</p>	<ul style="list-style-type: none"> ■ Typically requires a high school diploma or equivalent and a minimum of 4 years relevant work experience <p>Note: One of the following alternatives may be accepted: Bachelors degree + 1 yr or Associates degree + 2 yrs</p>